

2016

Keck  
Hospital  
of USC



# Keck Hospital of USC

## Annual Report and Plan for **COMMUNITY BENEFIT**

Fiscal Year 2016

Submitted to:  
Office of Statewide Health Planning & Development  
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## TABLE OF CONTENTS

Mission Statement.....	3
About Keck Hospital of USC .....	3
Community Health Needs Assessment .....	4
Community Benefit Services Summary .....	6
Community Health Improvement Services .....	6
Health Professions Education .....	7
Research.....	8
Cash and In-Kind Donations .....	8
Community Building Activities .....	9
Financial Summary of Community Benefit .....	10
Community Benefit Plan for FY 2017 .....	11
Healthy Aging Project.....	11
Access to Health Care and Focus on Chronic Diseases .....	11
Overweight and Obesity .....	12

## **MISSION STATEMENT**

We are the Keck Hospital of USC. We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.

- We stand for empowerment, integrity, respect, collegiality and vitality
- We commit to authenticity
- We commit to excellence in clinical care, teaching and research

You can count on us to be fully present in the delivery of uncompromising health care.

## **ABOUT KECK HOSPITAL OF USC**

Keck Hospital of USC is a private, nonprofit 411-bed acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. On November 1, 2011 we introduced Keck Medicine of USC – a new name in world-class medicine encompassing Keck Hospital of USC (formerly USC University Hospital), USC Norris Cancer Hospital and 500 renowned faculty physicians from the Keck School of Medicine of USC. In 2013, Keck Medicine of USC affiliated with USC Verdugo Hills Hospital.

Originally opened in 1991, the hospital offers some of the most sophisticated technology available. Among the hospital's advanced services are neuro-interventional radiology, minimally invasive cardiothoracic surgery, robotic surgery and interventional cardiology. Surgical specialties include organ transplantation and neurosurgery, as well as cardiothoracic, bariatric, esophageal, orthopedic, and plastic and reconstructive surgeries.

In addition to patient care, Keck Hospital of USC is a site for clinical research, supporting patients participating in cutting edge clinical trials. Keck Hospital of USC is also strongly committed to education. As a member of the USC family, we are a teaching hospital, training residents and fellows in graduate medical education. Keck Hospital of USC is also a highly regarded clinical rotation site for local nursing and allied health programs.

## **COMMUNITY HEALTH NEEDS ASSESSMENT**

In 2016, Keck Hospital of USC conducted a Community Health Needs Assessment (CHNA) as required by state and federal law. California Senate Bill 697 and the Patient Protection and Affordable Care Act and IRS section 501(r)(3) direct tax exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years. This CHNA was carried out in partnership with USC Norris Cancer Hospital. The complete Community Health Needs Assessment and the sources of data can be accessed at [www.keckmedicine.org/community-benefit/](http://www.keckmedicine.org/community-benefit/).

Keck Hospital of USC is located east of downtown Los Angeles on USC's Health Sciences Campus at 1500 San Pablo Street, Los Angeles, California 90033. Keck Hospital of USC is located in the Boyle Heights neighborhood of Los Angeles in LA County Service Planning Area (SPA) 4. The hospital draws primarily adult patients regionally from Southern California, with a primary service area of Los Angeles County, California.

### **Methodology**

The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a variety of sources. Targeted interviews were used to gather information and opinions from persons who represented the broad interests of the community served by the hospital. Fifteen interviews were completed. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, and minority populations, or regional, State or local health or other departments or agencies that have "current data or other information relevant to the health needs of the community served by the hospital facility." Input was obtained from Los Angeles County Department of Public Health officials.

### **PRIORITY HEALTH NEEDS**

The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. The identified significant health needs were prioritized with input from the community and resulted in the following prioritization of the significant health needs:

1. Access to care
2. Chronic diseases
3. Overweight/obesity

4. Mental health
5. Substance abuse
6. Cancer
7. Safety and community violence
8. STD/HIV/AIDS
9. Dental health

## COMMUNITY BENEFIT SERVICES SUMMARY

### COMMUNITY HEALTH IMPROVEMENT SERVICES

*Activities carried out to improve community health.*

#### Community Health Education

Keck Hospital of USC provided health education informational materials and hosted education seminars and workshops on a variety of topics open to the public. They also provided public health education in the media and community health awareness events to encourage healthy behaviors and prevent chronic and communicable diseases.

The community was served by a number of support groups, open to the public and offered free of charge, which included:

- Caregiver Support Group – this support group is open to men and women who are caring for loved ones. Meetings feature current topics related to caregiving for discussion. We provide a safe haven for sharing feelings in a nonjudgmental atmosphere, exploring coping mechanisms and supporting one another.
- Mindfulness Support Group – this support group supports the practice of mindfulness meditation to reduce anxiety, improve sleep and improve feelings of well-being.
- Yoga for health – yoga practice provided to improve relaxation and healing. Yoga postures focus on flexibility and balance.
- Lung Transplant Support Group – provides education and support to both pre- and post-lung transplant recipients and their families. Meetings include educational topics pertinent to the lung transplant population. In addition, this group allows transplant recipients and their families the ability to share common struggles and coping strategies pertinent to the lung transplant population.
- Transplant Recipient and Caregiver Support Group – this group provides education and support for those awaiting transplant and for those who have received a transplant. Educational speakers are occasionally present, and supportive interaction is offered.
- Ventricular Assist Device (VAD) Support Group – this group is designed to meet the emotional needs of those who have had a ventricular assist device implant as either a bridge to heart transplant or as a destination therapy. It also serves the families and caregivers who provide emotional support for this population. Topics range from coping strategies to making appropriate lifestyle adjustments.

### Health Care Support Services

Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to obtaining care.

The hospital provided resources to assist uninsured children access health care through free and reduced price insurance programs.

Keck Medicine of USC provided access to an electronic health library available to the public on its website. The site provides information on health conditions, wellness and prevention.

### HEALTH PROFESSIONS EDUCATION

*Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.*

#### Graduate Medical Education

The USC Hospitals are clinical settings for Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

#### Nursing Education

187 nursing students from American University of Health Sciences, California State University Los Angeles, Grand Canyon University, UCLA, Mount St. Mary's College, California State University Dominguez Hills, University of San Francisco, West Coast University, Glendale Community College and Azusa Pacific University were precepted by the nursing staff.

#### Other Health Professions Education

- Speech Therapists obtained precepted internships at the facility.
- USC Pharmacy students were assigned pharmacist preceptors and received onsite training.
- 84 Occupational Therapy students received precepted training.
- 6 graduate students in social work were provided with precepted experiences.

#### Continuing Education

The hospital hosted education events made available to health providers throughout the USC Keck School of Medicine, hospital staff and the provider community. The hospital offered guests lectures presented to the at-large clinician community and to health sciences students in Southern California.



## **RESEARCH**

*Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary research.*

Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for all research studies that involve Hospital patients and facilities.

## **CASH AND IN-KIND DONATIONS**

*Funds and in-kind services donated to community groups and other nonprofit organizations.*

### **Come Read with Me**

A program of the USC Caruso Family Center, the Come Read with Me Summer Literacy Intervention is a pilot program targeting young children struggling with early literacy, their families, and their teachers. Designed to address gaps in research and extend training in early literacy skills, the aim of the project is to develop a model to support the acquisition of literacy skills during critical transitional periods in the pre-school, kindergarten and early elementary years. The program targets low-income families of children with hearing loss who use English as a second language. The goal is to develop literacy skills within the entire family unit. We also support teachers of the deaf and hard of hearing by providing seminars, one-on-one mentoring, and in-classroom experiences, rooted within a Balanced Literacy approach.

### **Cash Contributions and Sponsorships**

Contributions to nonprofit community organizations were made to:

- Dorr Institute for Arthritis: Operation Walk  
Operation Walk is a volunteer medical services organization founded and run by Keck Medicine of USC's Dr. Lawrence Dorr. The nonprofit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. In its fourth year, the hospital hosted Dr. Dorr's team and provided an operating room, medical supplies and staff to perform bilateral hip surgery on an uninsured Los Angeles County individual.

Through the Operation Walk organization, the hospital also hosted a team of nurses and technicians to assist with joint surgeries for the medically needy in Cuba. They completed 53 joint surgeries.

- **Proyecto Pastoral Women's Conference**  
Presentations were focused on health care, nutrition and fitness, self-esteem, and wellness. Local health and social service agencies were in attendance to provide information and resources.
- **USC Norris Comprehensive Cancer Center**  
Support of the USC Norris Comprehensive Cancer Center provided cancer research, treatment, prevention and education.
- **Additional Support to Community Partners**  
The hospital provided in-kind donations of meeting space and parking for a number of nonprofit organizations and community groups. Contributions were made to additional nonprofit organizations, charity events and event sponsorships.

### **COMMUNITY BUILDING ACTIVITIES**

*Activities that support the community by offering the expertise and resources of the hospital.*

#### **Student Education: Internships and Mentoring, Workforce Development**

Keck Medicine of USC continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students. Students from the Bravo Medical Magnet High School participated in a job shadowing and mentoring program. Each semester, three classes of students spend 7.5 hours a week working with staff in a variety of roles and departments.

Established in 1970, USC's Med-COR Program, which stands for Medical Counseling Organizing and Recruiting, works with high school students of color to help prepare them for careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The program serves students from four local schools: Francisco Bravo Medical Magnet High School, King-Drew Medical Magnet High School, Orthopaedic Hospital Medical Magnet High School and Van Nuys High School.

A high school immersion program engaged local students in a series of lectures about health care. The students heard from hospital staff and toured the hospital. They viewed a surgery and got to see the behind the scenes work of a number of departments, including the laboratory and pharmacy.

## **FINANCIAL SUMMARY OF COMMUNITY BENEFIT**

Keck Hospital of USC, USC Norris Cancer Hospital and USC Verdugo Hills Hospital community benefit funding for FY16 (July 2015 – June 2016) are reported as a combined entity and summarized in the table below.

<b>Community Benefit Categories</b>	<b>Net Benefit</b>
Charity Care Financial Assistance <sup>1</sup>	\$5,399,312
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$42,166,529
Health Professions Education and Research <sup>3</sup>	\$24,431,345
Other for the Broader Community <sup>4</sup>	\$1,247,641
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$73,244,827</b>
Unpaid Costs of Medicare	\$84,148,360
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$157,393,187</b>

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<sup>1</sup> Charity Care - Includes traditional charity care/financial assistance to eligible patients at reduced or no cost based upon the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

<sup>3</sup> Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

<sup>4</sup> Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.

## **COMMUNITY BENEFIT PLAN FOR FY 2017**

In FY16, Keck Hospital of USC in conjunction with USC Norris Cancer Hospital completed a Community Health Needs Assessment and identified priority health needs: access to care; chronic diseases and overweight/obesity. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs. This plan spans the time period 2017-2019. For FY17, the hospital plans to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

### **Healthy Aging Project**

#### **Background**

Older adults in Metropolitan Los Angeles / Service Planning Area 4 (SPA 4), the region in which Keck Medical Center of USC resides, fare poorly on many health measures. This is due, in part, to inequitable social, economic and environmental conditions. The majority of these residents are foreign born (65.7%) and they have some of the lowest median household incomes in all of Los Angeles County. Chronic conditions and serious psychological distress are prevalent in this population. Additionally, SPA 4 has fewer allied health professionals (psychologists, RNs, respiratory care practitioners, LCSWs, OTs) when compared to other areas in Los Angeles County.

#### **Strategies**

Health professional students from USC will work with faculty to promote healthy aging in the community near the Health Sciences Campus. Emphasis will be placed on education, exercise and the importance of social connectedness—all associated with healthy aging. Students and faculty will establish collaborative relationships with community members to ensure that the project's goals are aligned with community-identified needs.

### **Access to Health Care and Focus on Chronic Diseases**

#### **Strategies**

Keck Hospital of USC plans to address access to care and chronic diseases by means of the following multipronged strategy:

- **Telemedicine:** As a leader in health care delivery, Keck Hospital of USC provides access to health care through telemedicine services, which reduce geographic barriers to care. In addition to the ongoing development of its own telemedicine program, Keck Hospital has accepted an invitation from the CTN (California Telemedicine Network) to lead a proposed LA regional telehealth initiative. The CTN initiative is designed to provide telemedicine delivered specialty care into LA safety net clinics and hospitals. Keck Hospital will partner with CTN to research and analyze the needs of safety net providers for

telemedicine services, develop strategies for providing specialty coverage and work with payers to develop sustainable solutions.

- **Partnerships with Safety Net Providers and Agencies:** The Hospital will develop work plans in collaboration with selected safety net provider organizations and agencies, including Arroyo Vista Family Health Centers and Proyecto Pastoral at Dolores Mission, which will support sustainable improvements in access to care and the management of selected chronic diseases.
- **Ongoing Community Grant Program:** In 2013, Keck Medical Center of USC and Norris Cancer Hospital established a community grant program, which has provided funding to community programs that address our priorities. Since that time, the Keck/Norris Community Grant Program has funded selected programs and projects in Los Angeles County with special attention given to agencies that serve the East Los Angeles community where the hospitals are located. For fiscal years 2017-2019, we will continue the focus on funding programs that focus on the following areas:
  - Health disparities
  - Disease management
  - Disease prevention and health promotion, with a special focus on chronic diseases and overweight/obesity
- **Community Education on Chronic Disease Prevention & Management:**
  - Through its ongoing partnership with the American Heart and Stroke Association, Keck Hospital will provide education to primary care providers on cardiac disease and stroke prevention.
  - The hospital will continue its support for health education workshops, support groups and an annual women's health conference.
  - The hospital will continue to provide links to health resources through multiple media, including its website and offer preventive screenings at community events.
- **Financial Assistance:** The hospital will continue to provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.

## **Overweight and Obesity**

### Strategies

Keck Hospital of USC plans to address obesity by supporting a weekly Farmer's Market at Hazard Park Recreation Center to provide fresh fruits and vegetables for our local community. We will donate fresh fruits and vegetables to the families in the local neighborhood where there are few local markets. USC will also collaborate with the Los Angeles Police Department to increase security and safety in Hazard park/local

neighborhood to encourage exercise and outdoor activities. The hospital will support programs at the East Los Angeles YMCA and the Hazard Park Recreation Center for young people to increase activity levels.

## **Education in our Neighborhoods**

### **Strategies**

For many years, USC has committed to minority education in the health sciences. To support this priority need, Keck Hospital of USC will support health care employment opportunities and a health care Mentorship/Training in partnership with Legacy LA.

### **Plan Effectiveness**

Keck Medicine of USC convenes a Community Benefit Advisory Committee (CBAC) that annually reviews the plan and its effectiveness. The CBAC is comprised of hospital and community representatives. It is through the CBAC that we solicit community views on the hospital community benefit plan. The Advisory Committee reports to the Governing Board on community benefit efforts and program effectiveness.

### **Measuring Impact**

Keck Hospital of USC will monitor and evaluate the programs and activities outlined above. The hospital anticipates that the actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to care; and help support good health. The hospital is committed to monitoring key initiatives to assess impact. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.